

The Influence of Non-Financial Compensation, Training, Promotion and Mutation on Employee Satisfaction and Performance at BPJS Health in Bali

Ni Made Noviani Saputri

Magister of Management, Universitas Warmadewa, Denpasar, Bali-Indonesia

Abstract—The results of PT. Askes (Persero)'s internal customer satisfaction survey showed that the level of internal customer satisfaction for the Bali Nusra Region was 69.25%. This meant that it had not reached the management target set at 85%. Efforts that can be made to achieve customer satisfaction are to improve employee performance. Therefore, the purpose of this study is to determine and analyze the effect of non-financial compensation, training, promotion and mutation on employee job satisfaction, and to find out and analyze the effect of non-financial compensation, training, promotion and mutation, job satisfaction on employee performance. The population in this research is 140 permanent employees of BPJS Health in Bali. The selection of respondents in each district used a random sampling method and the number of samples used was 58 people. The analysis technique uses the Partial Least Square (PLS) test with SmartPLS 3.0 M3 program tools. The analysis shows that non-financial compensation, training, promotions and mutations have a positive and significant effect on employee job satisfaction. The results show non-financial compensation, training, promotion and mutation, as well as job satisfaction have a positive and significant effect on employee performance. The analysis also shows job satisfaction has a positive and significant effect on employee performance. This shows that the higher the job satisfaction of employees, the higher the performance that will be generated by BPJS Health employees in Bali Province.

Keywords: non-financial compensation; training; promotion and transfer; job satisfaction; employee performance.

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*Corresponding Author's e-mail: novianasaputri@gmail.com

I. INTRODUCTION

Employee performance has an important influence on a company or organization, because without good employee performance, organizational goals cannot be achieved. BPJS as one of the institutions that provide services to the community is expected to be able to work optimally. To achieve maximum level of job satisfaction in every task and responsibility implementation, BPJS Health employees will always face factors that are expected to influence job satisfaction. These factors can be in the form of non-financial compensation, training, promotion and mutation.

JKN participants who have been registered from various elements of the community (various segments of participants), especially in Bali in 2019 were 4,047,439, which is 95.99% of the total population of Bali based on BPJS Health Deputy Bali Nusra Region in the September 2019 period compared to the era of PT. Askes Persero which only manages the health insurance of civil servants, retired civil servants, military / police, and veterans.

Based on the report of PT.Askes (Persero) 's internal customer satisfaction survey in 2010, the results of the national internal customer satisfaction survey were 69.38%. While the internal customer satisfaction survey results for the Bali Nusra Region were 69.25%. The target set by management for internal customer satisfaction in 2010 was 85%. Based on the results of the 2010 survey, the target for internal customer satisfaction was not achieved. To be able to achieve customer satisfaction, of course employees at BPJS Health must have job satisfaction and also good performance in order to provide maximum service to their customers. Factors that can affect job satisfaction and employee performance in this study are influenced by non-financial compensation, training and promotion and mutation variables.

According to Research by (Mabaso & Dlamini, 2017; Nyaribo & Nyakundi, 2016; Thamrin, Falih, & Windijarto, 2019), non-financial compensation directly has a positive and significant effect on job satisfaction. Then according to research by (Mabaso & Dlamini, 2017; Moruri, Obwavo, Kimeto, Khandira, & Mbatha, 2018; Thamrin et al., 2019) in their research stated that non-financial compensation has a significant effect on performance, namely the high non-financial compensation can be a motivation for improving employee performance. Research by (Karimi & Nejad, 2018; Raza, Afridi, & Khan, 2021) states that there is a positive and significant effect between training on job satisfaction. According to research (Farida, Akib, & Tahmir, 2018; Kostas, 2018; Razak, Sarpan, & Ramlan, 2018) also found the results that promotion had a significant positive effect on job satisfaction, namely the impact of receiving promotions for employees can increase job satisfaction of these employees. But in research conducted by (Al-Hakim, Nazaruddin, IsfentiSadalia, & Rossanty, 2019; Farida et al., 2018; Razak et al., 2018) found that promotion and mutation had a positive and significant impact on employee performance.

Based on the literature review and the results of the previous studies above, it can be proposed a research with discuss the influence of non-financial compensation,

training, promotion and mutation on employee satisfaction and performance at BPJS Health in Bali.

II. CONCEPT AND HYPOTHESES

Non-financial Compensation

Non-financial compensation is a remuneration provided by the company to employees not in the form of money (Thamrin et al., 2019).

Training

According to (Arep & Tanjung, 2002) Training is a process of teaching and learning of certain knowledge and skills and attitudes so that participants become more skilled and able to carry out their responsibilities better.

Promotion and Mutation

Promotion is a move that increases the authority and responsibility of higher employee positions (Hasibuan, 2007). Whereas, transfer includes activities of transferring labor, transferring the responsibility for transferring labor status, and the like.

Job satisfaction

Job satisfaction is the result of employee perceptions about how well their work provides things that are considered important.

The performance

Performance is often referred to as performance or result, which means what individual employees have produced (Thoyib, 2005).

Relationship of Non-Financial Compensation, Training, Promotion and Mutation with Job Satisfaction and Performance

Based on the literature review and the results of the previous studies above, it can be proposed a hypothesis in this research:

H1: The higher the non-financial compensation, the higher employee job satisfaction.

H2: The better the training, the higher employee job satisfaction.

H3: The better promotion and mutation, the higher employee job satisfaction.

H4: The higher the non-financial compensation, the better the employee's performance

H5: The better the training, the better the employee's performance

H6: The better promotion and mutation, the better the employee's performance

H7: The better job satisfaction, the better the performance of employees

The relationship between variables that have been described previously that the influence of non-financial compensation, training and career development with mutations and promotions in creating job satisfaction and employee performance, the following conceptual framework can be arranged:

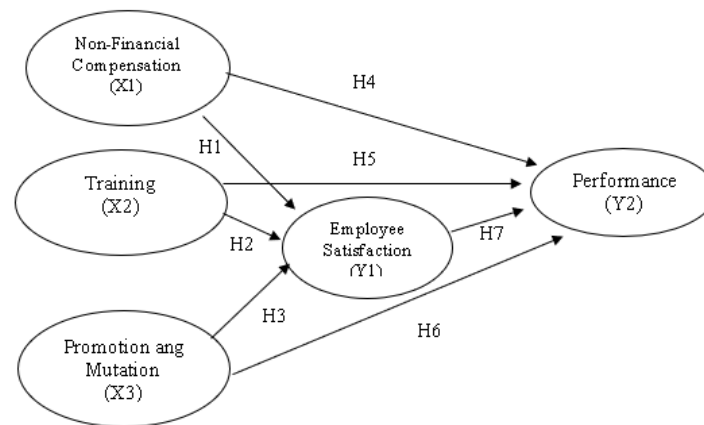


Figure 1
Concept Research Framework

III. METHOD

This research was conducted at the Health BPJS in Bali consisting of Denpasar Branch Offices, Klungkung Branch Offices and Singaraja Branch Offices. The reason for this research was conducted at the BPJS Health in Bali, because the increase in the number of registered participants compared to the era of PT. Askes Persero, more and more challenges have arisen in terms of serving participants, providing quality health facilities and maintaining the continuity of the National Health Insurance (JKN) program. Surely management is obliged to ensure the situation of employees by maintaining job satisfaction and employee performance through financial compensation, training, and promotion and transfer.

The population in this research is 140 permanent employees of BPJS Health in Bali. The method of determining the sample in this study uses the stratified proportionate random sampling method and the number of samples is calculated using the Slovin formula, so that a total sample of 58 BPJS health employees is obtained. The data collection method for this research is to use a survey method that is by questionnaire and measured using a 5-point Likert Scale. The analysis technique used to answer 7 hypotheses is to use the Partial Least Square (PLS) test.

IV. RESULT AND DISCUSSION

Validity Test Result

This research uses a data collection tool in the form of a questionnaire, so that it is necessary to test the validity and reliability so that the questionnaire is feasible to use. An instrument is said to be valid if it has a correlation coefficient between the items with a total score in the instrument greater than 0.30 with an alpha error rate of 0.05. The results of the validity test recapitulation in this study are presented in Table 1 below:

Table 1
Validity Test Result

Variable	Code	Indicator	Korelasi	Information
Non-financial compensation (X ₁)	X _{1.1}	Gives trust responsibility	0,817	Valid
	X _{1.2}	Assign tasks according to expertise	0,801	Valid
	X _{1.3}	Give training opportunities	0,815	Valid
	X _{1.4}	Provide opportunities for promotion	0,821	Valid
	X _{1.5}	Give recognition of achievements	0,812	Valid
	X _{1.6}	Comfortable working environment	0,764	Valid
	X _{1.7}	Providing supportive work facilities	0,794	Valid
	X _{1.8}	Increase teamwork	0,836	Valid
	X _{1.9}	Friendly leader	0,762	Valid
Training (X ₂)	X _{2.1}	Type of Training Based on program needs analysis	0,834	Valid
	X _{2.2}	Training objectives must be concrete and measurable	0,898	Valid
	X _{2.3}	Training materials	0,887	Valid
	X _{2.4}	The training method used	0,890	Valid
	X _{2.5}	Qualifications of trainees	0,856	Valid
	X _{2.6}	Coach / Instructor Qualifications	0,792	Valid
	X _{2.7}	Time (Number of Sessions)	0,845	Valid
Promotion and mutation (X ₃)	X _{3.1}	Honesty	0,750	Valid
	X _{3.2}	Discipline	0,833	Valid
	X _{3.3}	Work performance	0,857	Valid
	X _{3.4}	Cooperation	0,765	Valid
	X _{3.5}	Ability	0,807	Valid
	X _{3.6}	Company needs	0,848	Valid
	X _{3.7}	Education	0,847	Valid
	X _{3.8}	Frequency of mutation	0,847	Valid
	X _{3.9}	Reason for mutation	0,861	Valid
	X _{3.10}	Accuracy in carrying out mutations	0,778	Valid
Employee satisfaction (Y ₁)	Y _{1.1}	Appropriate salary	0,871	Valid
	Y _{1.2}	Appropriate bonus	0,849	Valid
	Y _{1.3}	Got an award	0,83	Valid
	Y _{1.4}	Feel comfortable with the workspace	0,778	Valid
	Y _{1.5}	Availability of adequate equipment	0,806	Valid
	Y _{1.6}	Good relationship between employees	0,893	Valid
	Y _{1.7}	Work in accordance with the position	0,846	Valid
	Y _{2.1}	Carry out tasks carefully	0,794	Valid
	Y _{2.2}	Always on time to finish work	0,734	Valid
	Y _{2.3}	Always produce a quantity of work on target	0,782	Valid
Performance (Y ₂)	Y _{2.4}	Have a high level of work productivity	0,852	Valid
	Y _{2.5}	Know the description of the job	0,738	Valid
	Y _{2.6}	Do a good job	0,843	Valid
	Y _{2.7}	Work can be well received	0,811	Valid
	Y _{2.8}	Can be trusted to get the job done	0,748	Valid
	Y _{2.9}	Ready when needed by the company	0,746	Valid
	Y _{2.10}	Always present on time	0,716	Valid
	Y _{2.11}	Able to work independently	0,822	Valid
	Y _{2.12}	Is neutral to the problems that occur in team work	0,742	Valid

The results show that the statement items in the research instrument are valid and appropriate to be used as research instruments, because they have a correlation greater than 0.30 with a significance of less than 0.05.

Reliability Test Result

The construct can be stated to be reliable if the composite reliability value and alpha cronchbach are above 0.7 following smart PLS output shown in table 2.

Table 2
Reliability Test Result

No.	Variable	Cronbach's Alpha	Information
1	Non-financial compensation (X ₁)	0,930	Reliabel
2	Training (X ₂)	0,940	Reliabel
3	Promotion and mutation (X ₃)	0,946	Reliabel
4	Employee satisfaction (Y ₁)	0,930	Reliabel
5	Performance(Y ₂)	0,940	Reliabel

The reliability test results presented in Table 2 show that all research instruments have a Cronbach's Alpha coefficient of more than 0.70. So it can be stated that all variables meet the reliability or reliability requirements so that they can be used to conduct research.

Partial Least Square (PLS) test results to test the hypothesis of this research can be seen in Table 3. Path Analysis and Testing Hypotheses, the expected is Ho is rejected or sig <0.05 (or t statistic value> 1.96 with a level of significance 0.05).

Table 3
Partial Least Square (PLS) test results

Konstruk	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
Kepuasan -> Kinerja	0,27	0,26	0,08	0,08	3,21
Kompensasi non finansial -> Kepuasan	0,22	0,22	0,07	0,07	3,00
Kompensasi non finansial -> Kinerja	0,20	0,20	0,06	0,06	3,65
Pelatihan -> Kepuasan	0,35	0,35	0,12	0,12	2,94
Pelatihan -> Kinerja	0,27	0,27	0,08	0,08	3,44
Promosi Dan Mutasi -> Kepuasan	0,40	0,39	0,11	0,11	3,64
Promosi Dan Mutasi -> Kinerja	0,27	0,27	0,09	0,09	3,15

The effect of non-financial compensation on job satisfaction

The results of the analysis in this study indicate that non-financial compensation has a positive and significant effect on employee job satisfaction. This shows that the higher the non-financial compensation, the higher employee job satisfaction. And vice versa, the lower the non-financial compensation provided, the employee

job satisfaction will decrease. The results of this study support the research of (Mabaso & Dlamini, 2017; Nyaribo & Nyakundi, 2016; Thamrin et al., 2019) shows the results that non-financial compensation directly has a positive and significant effect on job satisfaction.

The effect of training on job satisfaction

The results of the analysis in this study indicate that training has a positive and significant effect on employee job satisfaction. This shows that the better training that is given to employees, the higher the sense of job satisfaction that is formed on employees. Vice versa, the lower the quality of training provided, the employee job satisfaction will decrease. The results of this study support the study of (Raza et al., 2021) who found that training had a positive and significant impact on job satisfaction. Similar studies by (Karimi & Nejad, 2018) also stated that there was a positive and significant effect between training on job satisfaction.

The effect of promotion and mutation on job satisfaction

The results of the analysis in this study indicate that promotions and mutations have a positive and significant effect on employee job satisfaction. This shows that the better promotion and mutation given to employees, the higher the sense of job satisfaction that is formed on employees. And vice versa, the lower the quality of promotions and mutations provided, the employee job satisfaction will decrease. The results of this study support the research of (Farida et al., 2018; Kosteads, 2018; Razak et al., 2018) as well found the results that the promotion had a significant positive effect on job satisfaction, namely the impact of receiving promotions for employees can increase job satisfaction of these employees.

The effect of non-financial compensation on performance

The results of the analysis in this study indicate that non-financial compensation has a positive and significant effect on employee performance. This shows that the higher the non-financial compensation, the higher the employee's performance. And vice versa, the lower the non-financial compensation provided, the employee's performance will decrease. The results of this study support the research of (Mabaso & Dlamini, 2017; Moruri et al., 2018; Thamrin et al., 2019) in their research stating that non-financial compensation has a significant influence significant on performance, namely the high non-financial compensation can be a motivation for increasing performance in employees.

The effect of training on performance

The results of the analysis in this study indicate that training has a positive and significant effect on employee performance. This shows that the better training is given to employees, the higher the performance that is formed on employees. Vice versa, the lower the quality of training provided, the employee's performance will

decrease. The results of this study support the research of (Karimi & Nejad, 2018; Raza et al., 2021) find the results that the training variable has a positive and significant influence in increasing employee performance.

Effect of promotion and mutation on performance

The results of the analysis in this study indicate that promotions and mutations have a positive and significant effect on employee performance. This shows that the better promotions and mutations given to employees, the higher the performance formed on employees. Vice versa, the lower the quality of promotions and transfers that are given, the employee's performance will decrease. The results of this study are in line with research by (Al-Hakim et al., 2019; Farida et al., 2018; Razak et al., 2018) found the results that promotion and mutation have a positive impact and significant on employee performance, namely the impact of receiving promotions for employees can improve employee performance.

Effect of job satisfaction on performance

The results of the analysis in this study indicate that job satisfaction has a positive and significant effect on employee performance. This shows that the higher the job satisfaction of employees, the higher the performance that will be generated by BPJS Health employees in Bali Province. Vice versa, the lower the level of job satisfaction felt by employees, the employee's performance will decrease. The results of this study support research (Al-Hakim et al., 2019; Karimi & Nejad, 2018; Thamrin et al., 2019) which states that job satisfaction has a positive and significant effect on employee performance.

V. CONCLUSION

The results of this study indicate that all hypotheses are accepted, namely non-financial compensation; training, promotion and mutation have a positive and significant effect on employee job satisfaction. Furthermore the results show that non-financial compensation, training, promotion and transfer, as well as job satisfaction have a positive and significant effect on employee performance. Based on the results of the analysis it is recommended for the BPJS Health management in the Bali Region to improve employment support facilities that can form a conducive working environment / environment, then routinely hold various types of training in accordance with the current program needs analysis, then carry out job promotions conducted in accordance company needs, so as not to cause social jealousy among employees. In addition, the BPJS Health management in the Bali Region should provide more specialized jobs in accordance with the position of employees, so that the tasks and responsibilities given do not deviate from the ability of employees and provide training and motivation to employees so that the knowledge and ability of employees increases so that they can be trusted to finish the job.

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